

THE
ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BOSTON, MASSACHUSETTS



FORTY-FIRST ANNUAL REPORT
1965

The Isabella Stewart Gardner Museum

INCORPORATED

Annual Report

for the year 1965



BOSTON, MASSACHUSETTS

1966



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THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



G. PEABODY GARDNER, *President*

RICHARD C. PAINE, *Vice-President*

JOHN LOWELL GARDNER, *Treasurer*

MALCOLM D. PERKINS, *Secretary*

TRUSTEES

FRANCIS LEE HIGGINSON

ARTHUR POPE

RICHARD C. PAINE

G. PEABODY GARDNER

JAMES LAWRENCE, JR.

MALCOLM D. PERKINS

JOHN LOWELL GARDNER

STAFF*

ADMINISTRATION

Director

Administrator

Secretary for Administration

Assistant Secretary for Administration

Secretary for Music

Secretary for the Collection

Docents

Publications Consultant

Photographer

COLLECTION

Conservation Technicians

SECURITY AND MAINTENANCE

Supervisor of Buildings

Security Foreman

Maintenance Foreman

Shop Technicians

Technicians and Watchmen

FLORA A. BERRY

HERBERT A. BERRY

CARL E. BIGHAM

MARY CAMPBELL

MICHAEL CONWAY

MARTIN DAVIS

Guards

BASIL B. DAVISON

JAMES W. DOWNING

HAROLD J. EDGETT

CARL R. ERLANDSON

JOSEPH FEELEY

HENRY F. FORD

ERNEST GILLIBRAND

ALBERT B. GORDON

JOHN J. HAMMOND

HAROLD R. HOLM

GARDENING

Head Gardener (Greenhouse)

Head Gardener (Museum)

Gardeners

MICHAEL COGAVIN

PATRICK J. FLYNN

GEORGE L. STOUT

ROLLIN VAN N. HADLEY

EVELYN BURR

JANET GARDNER

JOHANNA GIWOSKY

CLARA STRAUSS

GAIL S. DAVIDSON

WILLIAM N. MASON

MARTA OSTERSTROM

JESSIE M. STUART

NICHOLAS A. TRANQUILLO

HENRY H. BALOS

JOSEPH B. PRATT

YVONNE A. A. COX

DOLLY MANZONI

VINCENZINA ROMANO

CHARLES E. STAATS, JR.

JOHN J. MARETTI

PATRICK T. NILAND

JOHN J. KENNEDY

JOHN F. NILAND

MICHAEL FINNERTY

JAMES F. HORGAN

JOSEPH V. KELLEY

DENNIS W. MAHONEY

PATRICK J. NAUGHTON

ELWIN F. RICH

MICHAEL WALLACE

WALTER E. LESLIE

PATRICK McDONOUGH

JOHN F. McELHINNEY

CHARLES A. McSTRAVICK

CHARLES H. MORSE

PAUL C. PETERSEN

JOHN F. REARDON

THOMAS SULLIVAN

EDMUND A. WEBB

WALTER J. WESTWOOD

JOHN F. SULLIVAN

JOHN A. MADDEN

MICHAEL HEAVEY

ROBERT M. MacKENZIE

* On regular duty December 31, 1965.

NOTE

The Isabella Stewart Gardner Museum in the Fenway, Incorporated, was incorporated under the laws of the Commonwealth of Massachusetts, December 19, 1900, Mrs. Gardner's sole beneficial ownership of the works of art held by this corporation being represented by stock. (*For the Certificate of Incorporation see p. 6 and for a copy of an Act of 1925 authorizing the corporation to hold additional real and personal estate, not exceeding eight million dollars, see p. 7.*)

The Will and Codicil of Isabella Stewart Gardner probated August 21, 1924, gave to Trustees all her land in Boston including Fenway Court and the land adjacent thereto, and her works of art, or her interest therein as represented by stock of The Isabella Stewart Gardner Museum in the Fenway, Incorporated. (*For the relevant provisions of the Will and Codicil see p. 8.*)

On November 23, 1936, the Trustees then surviving executed an Agreement of Association with the intention of forming a corporation under Chapter 180 of the General Laws of the Commonwealth (*see p. 11*). A certificate of Incorporation was granted on December 23, 1936, as of the date of the said Agreement (*see p. 13*). An Act authorizing the corporation to hold additional real and personal estate not exceeding twelve million dollars was approved March 23, 1937 (*see p. 14*), and this limit was raised to twenty million dollars by an Act approved April 4, 1955. (*See page 14.*)

The Trustees under the Will having resigned upon the formation of the corporation, The Isabella Stewart Gardner Museum, Incorporated, was on December 24, 1936, appointed by the Probate Court of Suffolk County, sole Trustee of the estate theretofore held in trust by the individual Trustees. (*For the Certificate of the Probate Court, see p. 15.*)

By an Act of the General Court of the Commonwealth approved May 14, 1943, the real estate in Boston of the Isabella Stewart Gardner Museum, Inc., was exempted from taxation as from January 1, 1943. (*For the Act see page 16.*)

Commonwealth of Massachusetts

Be it known *That whereas* John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM
IN THE FENWAY, INCORPORATED

for the purpose of art education, especially by the public exhibition of works of art, with a capital of Fifty Thousand Dollars, and have complied with the provisions of the Statutes of the Commonwealth in such case made and provided, as appears from the certificate of the President, Treasurer, Secretary and Director of the said Corporation, duly approved by the Commissioner of Corporations and recorded in this office:

~~Now, Therefore,~~ I, William M. Olin, Secretary of the Commonwealth of Massachusetts, ~~Do hereby Certify~~ that said John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner, their associates and successors, are legally organized and established as and are hereby made an existing corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM
IN THE FENWAY, INCORPORATED

with the powers, rights, and privileges, and subject to the limitations, duties and restrictions which by law appertain thereto.

Witness my official signature hereunto subscribed, and the seal of the Commonwealth of Massachusetts hereunto affixed this nineteenth day of December in the year of our Lord one thousand nine hundred.

[Seal]

WM. M. OLIN,
Secretary of the Commonwealth.

Commonwealth of Massachusetts

Acts of 1925 — Chapter 198

AN ACT to authorize THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, to hold additional real and personal estate and for other purposes.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations, may hold real and personal estate to an amount not exceeding eight million dollars, including the amount it is already authorized to hold by section nine of chapter one hundred and eighty of the general laws, which estate shall be devoted to the purposes of said institution, as provided in said section nine, so that through its agency may be carried on the endowed Museum given under the will of Isabella Stewart Gardner for the education and enjoyment of the public forever.

Approved March 30, 1925.

EXCERPTS FROM THE WILL AND CODICIL
OF
ISABELLA STEWART GARDNER

Dated May 9, 1921: Probated August 21, 1924

THIRD: 1. To Harold J. Coolidge, Grafton D. Cushing, William C. Endicott, Francis L. Higginson, Jr., and Arthur F. Johnson, all of Boston, and to said Arthur Pope, and to Henry D. Sleeper of Gloucester, and the survivors and survivor of them, and the heirs of the survivor, I devise all the land which I own in Boston, and especially the land comprising my estate known as Fenway Court, and my land adjacent thereto, situated on the Fenway, the Tremont entrance to the Fenway Park, and Worthington Street, which tract includes the lots conveyed to me by deeds of Augustus P. Loring, dated January 31, 1899, and June 13, 1899, recorded with Suffolk Deeds, *Lib.* 2620, *Fol.* 107 and 109; deed of Moses Williams *et al.*, Trustees, dated February 26, 1900, recorded with Suffolk Deeds, *Lib.* 2667, *Fol.* 306; deed of Henry M. White, dated January 1, 1901, recorded with Suffolk Deeds, *Lib.* 2728, *Fol.* 25; deed of Moses Williams *et al.*, Trustees, dated June 16, 1906, recorded with Suffolk Deeds, *Lib.* 3136, *Fol.* 170; deed of Paul and Rachel S. Thorndike, acknowledged March 22, 1907, and recorded with Suffolk Deeds, *Lib.* 3197, *Fol.* 493; deed of Charles Paine, dated November 20, 1911, and recorded with Suffolk Deeds, *Lib.* 3589, *Fol.* 232, and deed of Moses Williams *et al.*, Trustees, dated January 8, 1913, and recorded with Suffolk Deeds, *Lib.* 3700, *Fol.* 631, with the buildings thereon, and I also bequeath to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the

representatives of the survivor, all my interest in the pictures, statuary, works of art, bric-a-brac, furniture, books and papers, contained at my death in all the stories of the main building of said Fenway Court other than the fourth story and the attic, and also in or upon the grounds adjoining said building, and all such articles as are above mentioned wherever situated intended or destined to be contained in these stories other than the fourth story and the attic, including all the property in which I own the beneficial interest through my ownership of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, all the aforesaid real and personal property to be held by said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, in trust as a Museum for the education and enjoyment of the public forever, but no works of art shall be placed therein for exhibition other than such as I, or the Isabella Stewart Gardner Museum in the Fenway, Incorporated, own or have contracted for at my death. And I direct that, if any question arises as to what is intended or destined for said stories other than the fourth story and the attic, the judgment of my Executors or Executor shall be final.

2. Whereas in the foregoing paragraph I have bequeathed all my interest in certain personal property, and whereas the legal title to it or to a portion of it is in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, and whereas it is my intention that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain in the Museum established under this will, now, therefore, I give and bequeath all my shares in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, to be held in trust

for the purposes of the Museum established under this will, I hereby directing the Trustees so to hold and manage said shares that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain forever in the Museum established under this will subject to all the provisions of this will relating to the Museum so established. And I authorize the said Trustees, as the holders of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to procure its dissolution, and the transfer and delivery of all its property to them as Trustees to be held in trust for the purposes of the Museum established under this will in accordance with all the provisions of this will relating to said Museum.

3. I also give to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the representatives of the survivor, the sum of one million two hundred thousand dollars (\$1,200,000) in trust to apply the income of it to maintain the Museum established under this will in accordance with all the provisions of this will.

AGREEMENT OF ASSOCIATION

Commonwealth of Massachusetts

DEPARTMENT OF CORPORATIONS AND TAXATION

We, whose names are hereto subscribed, do, by this agreement, associate ourselves with the intention of forming a corporation under the provisions of Chapter 180 of the General Laws (Ter. Ed.).

The name by which the corporation shall be known is

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED.

The location of the principal office of the corporation to be in Massachusetts is the City of Boston.

The purposes for which the corporation is formed are as follows:—

To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will.

The amount of its capital stock (if any) is *None* dollars

The par value of its shares is *None* dollars

The number of its shares is *None*

We hereby waive all requirements of the General Laws of Massachusetts for notice of the first meeting for organization, and appoint the 23rd day of November 1936, at one o'clock P.M., at Fenway Court, Boston, Massachusetts, as the time and place for holding said first meeting.

In Witness Whereof we have hereto signed our names
this 23rd day of November in the year nineteen hundred and
thirty-six.

NAME	RESIDENCE (City or town; street and number)
William C. Endicott	59 Ingersoll St., Danvers, Mass.
Francis L. Higginson	Cherry St., Wenham, Mass.
Grafton D. Cushing	45 East 66th St., N. Y. C.
T. Jefferson Coolidge	35 Lapland St., Brookline
Richard C. Paine	325 Heath St., Brookline, Mass.
Olga E. Monks	51 Commonwealth Ave., Boston
Arthur Pope	11 Lowell St., Cambridge, Mass.

CERTIFICATE OF INCORPORATION

Commonwealth of Massachusetts

Be it known *That whereas* William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, for the purpose of the following:—To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will; and have complied with the provisions of the Statutes of this Commonwealth in such case made and provided, as appears from the Articles of Organization of said corporation, duly approved by the Commissioner of Corporations and Taxation and recorded in this office:

Now, therefore, I, Frederic W. Cook, Secretary of The Commonwealth of Massachusetts, **Do hereby Certify** that said William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope, their associates and successors, are legally organized and established as, and are hereby made, an existing corporation as of November 28, 1936, under the name of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, with the powers, rights and privileges and subject to the limitations, duties and restrictions, which by law appertain thereto.

Witness my official signature hereunto subscribed, and the Great Seal of The Commonwealth of Massachusetts hereunto affixed, this twenty-third day of December in the year of our Lord one thousand nine hundred and thirty-six.

F. W. COOK

Secretary of the Commonwealth.

[Seal]

Commonwealth of Massachusetts

Chapter 126 — Laws of 1937

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations to carry out the charitable provisions contained in the will of Isabella Stewart Gardner, may hold real and personal estate to an amount not exceeding twelve million dollars notwithstanding the limitation provided by section nine of chapter one hundred and eighty of the General Laws, which estate shall be devoted to the purposes of said institution as provided in said section nine.

Approved March 23, 1937.

Commonwealth of Massachusetts

Chapter 248 — Laws of 1955

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows: Chapter 126 of the acts of 1937 is hereby amended by striking out, in line 6, the word "twelve" and inserting in place thereof the word twenty.

Commonwealth of Massachusetts

PROBATE COURT

SUFFOLK, SS.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, of Boston, Suffolk County, a Massachusetts Corporation, is appointed trustee of certain estate given in trust as a Museum for the education and enjoyment of the public forever under the will of Isabella Stewart Gardner, late of Boston, in the County of Suffolk, deceased, testate, which will was proved and allowed on the twenty-first day of August A.D. 1924, by said Court, and is now of record in this Court, to act in place of William C. Endicott, deceased, Grafton D. Cushing, Olga E. Monks, Richard C. Paine, T. Jefferson Coolidge, Arthur Pope and Francis L. Higginson (resigned).

And you are required to make and return to said Probate Court, within three months from the date hereof, a true inventory of all real and personal estate belonging to it as trustee, which at the time of the making of such inventory shall have come to its possession or knowledge;

To manage and dispose of all such estate, and faithfully to discharge its trust in relation thereto, according to law and the will of said testatrix;

To render, upon oath, a true account of the property in its hands, and of the management and disposition thereof, at least once a year until its trust is fulfilled, unless excused therefrom in any year by said Court; and

At the expiration of its trust, to settle its account in said Court, and pay over and deliver all the estate and effects remaining in its hands, or due from it on such settlement, to the person or persons entitled thereto.

Witness, William M. Prest, Esquire, Judge of said Court, at Boston, this 24th day of December in the year of our Lord one thousand nine hundred and thirty-six.

ARTHUR W. SULLIVAN, *Register*.

Commonwealth of Massachusetts

Acts of the Year 1943

Chapter 279

An Act to Exempt from Taxation the Real Estate in Boston of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, Trustee under the Will of Isabella Stewart Gardner.

Be it enacted, etc., as follows:

The real estate, hereinafter described, located in the city of Boston and held by THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, as trustee under the will of Isabella Stewart Gardner, shall be exempt from taxation beginning January first, nineteen hundred and forty-three, and continuing so long as the museum, known as the Isabella Stewart Gardner Museum, is operated by said corporation for the education and enjoyment of the public. Said real estate includes the building housing said museum and is bounded northwesterly by Worthington street; northeasterly by the Fenway; southeasterly by Evans Way; southwesterly by land now or formerly of Carol H. Powers et al., one hundred and twenty-one hundredths feet; and northwesterly thirty-two and sixty-nine hundredths feet and southwesterly eighty-four and eighty-nine hundredths feet by land now or formerly of Harold J. Coolidge et al., Trustees; containing about sixty-six thousand, seven hundred and ninety-four square feet.

Approved May 14, 1943.

THE ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BY-LAWS

ARTICLE I

The officers of this corporation shall consist of a board of seven Trustees, a presiding officer to be known as the President of The Isabella Stewart Gardner Museum, Incorporated, a Vice-President of The Isabella Stewart Gardner Museum, Incorporated, a financial officer to be known as the Treasurer of The Isabella Stewart Gardner Museum, Incorporated, and a recording officer to be known as the Secretary of The Isabella Stewart Gardner Museum, Incorporated.

ARTICLE II

The Trustees shall have the right to resign, and upon the death or resignation of any of them the remainder shall have the right to fill the vacancy or vacancies by the election of a new member or members.

ARTICLE III

The Trustees shall have general control of the property of the corporation and shall have power to appoint from time to time such agents as they may deem necessary for the appropriate conduct of the affairs of the corporation, subject to the provisions of the will of Isabella Stewart Gardner.

ARTICLE IV

The Trustees shall, at the annual meeting, choose from their number a President of the Corporation to hold office until the next annual meeting.

ARTICLE V

The Trustees shall, at the annual meeting, choose from their number a Vice-President of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Vice-President to preside at meetings of the Trustees in the absence of the President. The Vice-President may also hold the office of Treasurer or Secretary if thereto elected.

ARTICLE VI

The Trustees shall, at the annual meeting, choose from their number a Treasurer of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Treasurer to keep the financial records of the Corporation and report thereon to the Trustees. The Treasurer may also hold the office of Secretary if thereto elected.

The Trustees, at the annual meeting, shall also choose from their number a Finance Committee, to hold office until the next annual meeting and to consist of three members, one of whom shall be the Treasurer, who shall be chairman of the Committee. The Finance Committee shall be empowered to invest, change investments, and re-invest the funds belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, and may act on all such matters by a majority of their number.

A national bank or trust company doing business in Massachusetts may be appointed by the Trustees as Financial Agent of the Corporation. The duties of the Financial Agent may include, but need not be limited to, the receiving and having custody of funds and securities belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, the

keeping of accounts for the Corporation, the execution of purchases and sales of securities authorized by the Finance Committee, and the furnishing of investment advice. While the Financial Agent is thus charged with any duties which the By-Laws assign to the Treasurer, the Treasurer is relieved from performing them.

ARTICLE VII

The Trustees shall, at the annual meeting, choose from their number a Secretary of the Corporation to hold office until the next annual meeting. It shall be the duty of the Secretary to keep a record of the meetings of the Trustees and to give the requisite notice thereof.

ARTICLE VIII

A vacancy occurring in any of the offices of the Corporation may be filled at any regular or special meeting of the Trustees, the officer so elected to hold office until the next annual meeting.

ARTICLE IX

The Trustees shall have power to act on all questions by a majority of their number. No Trustee shall be liable for retaining bonds or securities unregistered or in the name of a nominee, for leaving securities in the possession or control of any other of the Trustees or any depositary selected with reasonable care, for any error of judgment, or for anything except his own wilful personal default.

ARTICLE X

An annual meeting of the Trustees shall be held at Boston on the second Monday of February in each year. Special meetings may be held at any time, either in Boston or elsewhere in the Commonwealth, upon the request of any of

the Trustees. The Secretary shall give notice thereof to each Trustee, either personally or by mail, at least three days prior to the time of such meeting, or said notice may be given by the President, but any meeting of the Trustees at any place at which all shall be present shall be valid without any previous notice thereof.

ARTICLE XI

A notice of any meeting of the Trustees, mailed to addresses furnished by them, shall be sufficient notice.

ARTICLE XII

The seal of the corporation shall consist of a circular impression bearing the corporate name and the year of incorporation and a design representing a phoenix surmounted by a helmet with the motto *C'est mon plaisir*.

ARTICLE XIII

The By-Laws may be amended in any manner not incompatible with the due administration of the trusts set up in the will of Isabella Stewart Gardner, at any regular or special meeting, provided that notice of such intended amendment shall be given in the call for the meeting.

REPORT OF THE PRESIDENT



TO THE TRUSTEES:

It is with great sorrow that we record the death of Morris Carter, our first and, until the end of 1954, our only Director. At that time Mr. Carter at his own insistence retired and became Director Emeritus. It is impossible to overstate his contribution to the Museum, both during the latter years of Mrs. Gardner's life and during the entire period of his Directorship.

Of considerable importance to the Museum was the publication of Mrs. Louise Hall Tharp's best seller, *Mrs. Jack*, a biography of Isabella Stewart Gardner. The gratifyingly increased attendance in 1965 was due in large part, I feel sure, to the widespread interest generated by its publication.

Last year I reported we were deeply concerned about the route of the proposed Inner Belt highway and what form it would take, fearing the effect it might have on us and various neighboring institutions. I am happy to say it now appears the highway will go through a tunnel which, from our point of view, is much more favorable than any other suggested method of routing it through that area.

Again I want to express our appreciation to our Director, Mr. Stout, Administrator, Mr. Hadley, and the entire staff.

G. PEABODY GARDNER,
President

February 14, 1966

REPORT OF THE DIRECTOR



TO THE TRUSTEES:

For the attention of a wide public, probably the conspicuous occurrence of the year was publication in September of a biography of Isabella Stewart Gardner by Louise Hall Tharp produced by Little, Brown and Company with the title, *Mrs. Jack* (xii + 365 pp., illustrated). Probably it stimulated the attendance of visitors which much exceeded that of the autumn months of 1964, although the diversity and the quality of musical performances together with an augmented provision of flowering plants for the court could receive an ample portion of the credit.

An increase, nationwide, of attendance at museums has been noticed. Naturally it is gratifying to the people who work in them but it obliges a staff to take further heed of security, for risks of all kinds are multiplied as large numbers of visitors add to the difficulties of surveillance. The year 1940 enjoyed an exceptionally large attendance for its period (84,631) but it was only 60 per cent of that in 1965. The force of guards has not been augmented by a similar proportion. Perhaps in this museum security would be best improved by a few additional guards without fixed stations who could move to congested areas as seemed expedient. Such patrolling guards might also be enlisted to accompany those special tours regularly provided on closed days; these have grown to large and often unwieldy size particularly during the closed month of August. Records for the past two years follow.

	1965	1964
Weekdays	76,530	62,470
Sundays	57,341	54,962
Closed-day tours	5,420	4,536
Special visits during closed hours	7,658	4,428
Total	<u>146,949</u>	<u>127,933</u>

In the attendance figures for 1965 only, docent service was provided for:

	<i>Groups</i>	<i>Persons</i>
Scheduled tours on open days	147	2,927
Boston public schools	3	134
Schools outside Boston	42	1,778
Colleges and technical schools	22	504
Other organizations	67	2,024

By rough reckoning, a docent was required on 620 occasions; large groups required more than one docent. The number of persons who took such tours was 12,787. This service, like the regularly scheduled tours, was provided without charge to educational institutions. Without docent service, another 131 study groups (5,841 persons) visited the museum, of which 98 were school or college groups (4,436 persons) including 9 groups from Boston, 650 persons.

<i>Publications distributed</i>	1965	1964
Books	\$ 1,673.88	\$ 664.43
Guides and Information		
Folders	4,221.87	3,536.50
Cards	2,415.65	1,384.82
Color Transparencies	1,878.82	1,326.85
Miscellaneous	1,206.85	1,396.10
Total	<u>\$11,397.07</u>	<u>\$8,308.70</u>

Among the special visits, those attended by more than 100 persons were: reception in honor of Aaron Copland and concert sponsored by the New England Conservatory Friends and Trustees, March 12 (568); gallery visit and reception for National School Board Association, April 5 (286); gallery visit and reception for American Federation of Arts, by the Trustees of the museum, April 10 (150); talk, followed by gallery visit, and reception for high school boys and girls by the Jack and Jill Club, May 15 (258); conducted tour and reception for Federation of Franco-American Women, May 21 (103); gallery visit and reception for Unitarian-Universalist Association, May 23 (711); gallery visit and reception for the National Society of the Cincinnati, May 26 (204); piano recital by Mrs. Maria Clodes and reception for Consulate of Brazil, September 7 (142); concert and reception for Greek Orthodox Cathedral Philoptohos Society, September 24 (205); reception in honor of His Imperial Highness Prince Mikasa (brother of Emperor of Japan), Princess Mikasa and Princess Yasuko, by the Japan Society of Boston, September 27 (298); reception, concert and lecture for Dante Society's seven hundredth anniversary of birth of Dante, October 15 (170); cello recital by Klaus Heitz and reception for Swiss Benevolent Society of Boston and American Society For Friendship With Switzerland, October 19 (430); reception in honor of British Ambassador Sir Patrick and Lady Dean by English Speaking Union, October 21 (450); musical-dramatic presentation, dancing and reception for Charles Playhouse, October 22 (619); reception for American Association of School Administrators by the Boston Elementary School Principals Association, November 28 (120).

From agreements written by visitors which permit them to use cameras, a sampling is furnished as to places of resi-

dence and the only fluctuation from the usual has been a slight decrease in the ratio of those in greater Boston. This is 40 per cent whereas those in parts of the country outside New England have risen to 35 per cent.

Many citizens of the community seem not to be aware that a program of music is provided each day that the museum is open and on the evening of the first Thursday in each of eleven months. This year the number of programs came to 196. A specific count is not kept of attendance but an increase of those visitors who come to the performances on weekdays is readily noticeable. On Sundays the chairs are all taken. Among others on that day was a series of five concerts by The New York Woodwind Quintet, dedicated to a survey of woodwind literature, much of which is rarely presented. Music in other concerts also had a definite purpose. Pieces of the time of Dante (fourteenth century) were played on early instruments; contemporary American works have been performed; each period has been represented and many rarely heard works have been included. Prominent was a unique performance on the glass armonica. Programs on the weekdays were given mostly by young musicians, providing to them the experience of playing for an audience. All of the nearly 200 offerings continue to hold a valued place in the community.

Occupying much of the time and attention of the Secretary for the Collection and of the Photographer are the requests which come, in almost every day's mail, for permission to publish reproductions of the works of art in the collection. A broad estimate of the number of applicants to whom such permission was given, according to accepted terms, is 50 for the year.

Repair, cleaning and other treatment of objects in the collection for their conservation have been completed on 18

textiles of various kinds and on a prominent chasuble of the fifteenth century in the Raphael Room. Pieces of furniture mended structurally and in fabric or leather coverings numbered 76, and to them are added the textiles of five cushions. Six leather panels, hung at windows in the Macknight Room and quite brittle, were strengthened. Small objects of different materials were mended, eight of them, and minor repairs which could be done in the galleries or quickly in the shop, were around 30. Work has started on reweaving lost portions of a tapestry, about eight by nine feet, and assumed to be Flemish, eighteenth-century, from the court-side wall of the Long Gallery.

Buildings of the age and the type of those at the museum and at the greenhouses in Brookline demand constant attention by skilled craftsmen to avoid deterioration. Much of this is done by the technicians on the Staff. With the added services of electricians, lighting has been improved in some galleries. More improvement is planned. On contract, the roof above the Tapestry Room was completely replaced. The large trellis in an outer garden was rebuilt. Broken walls in the Macknight Room were replaced and all walls as well as floor were recoated. Extensive repair was finished at the greenhouse. With these major undertakings went many of smaller scale, constructions and reconstructions.

At the annual meeting of the Association of Art Museum Directors, the Museum was represented by the Director; at the national meeting of The American Association of Museums by the Administrator, and at the regional meeting by the Secretary for the Collection.

In accordance with a direction in the will of Isabella Stewart Gardner, a memorial service was conducted on April 14 by the Society of St. John the Evangelist. The

Reverend Father Alfred L. Pedersen, S.S.J.E., was the celebrant.

Staff members mourn the death, which occurred on June 1, of the Director Emeritus, Morris Carter. Among the lines printed about him and his accomplishments from 1925 until the end of 1954 when he retired, are these in the *Calendar* of June 27 (VIII, 43):

“He formed a staff of persons able to carry out the duties required. Already he had begun to bring scattered records on the collection into available order. He set the open hours and put the performance of music on a regular and generous schedule. With the help of the Trustees, he provided greenhouses adequate to supply flowering plants. He wrote the book which for forty years has held its place as a biography of the founder and a history of the collection, and he supervised the preparation of the *Catalogue of Paintings*, the *General Catalogue*, and a small *Guide*. These and a score of other accomplishments set the establishment on its course of service to the public. They are an unsung tribute to him, to his abilities, and to his devotion.”

Retirements have been: Peter Connors, for fifteen years security and maintenance technician; Vincenzina Romano, for twelve years conservation technician. Resignations have been: Christopher Caulfield, John J. Harrington, Percy C. Smith, guards; Judith M. Coram, conservation technician. Appointed to the staff on part or full time were: Dolly Manzoni, conservation technician; Charles A. McStravick and John F. Reardon, guards. Students have been engaged, largely on restricted work schedules or for limited periods: Marguerite L. Besse, Webster B. Cain, Herbert Doherty,

Leslie Goldwasser, Barbara A. Jack, Paula M. Kozol, James A. Lamothe, Ronald R. Lamothe, Robert D. Leonard, Adele B. Provizer, and Joanna E. Russell.

Respectfully submitted,

GEORGE L. STOUT
Director

February 14, 1966

REPORT OF THE TREASURER

STATEMENT OF ASSETS AND FUNDS

DECEMBER 31, 1965 AND 1964

ASSETS

	1965	1964
<i>General fund:</i>		
Investments (Note 1):		
Bonds (approximate market value \$3,974,500 in 1965)	\$ 4,124,915	\$ 4,077,903
Common stocks (approximate market value \$9,174,369 in 1965)	3,916,589	3,368,444
	<u>8,041,504</u>	<u>7,446,347</u>
Cash	107,609	11,198
Museum property, at appraised values (Note 2):		
Land and buildings	366,400	366,400
5,000 shares of The Isabella Stewart Gardner Museum in Fenway, Incorporated, representing:		
Contents of Museum building	4,015,000	4,015,000
Lot and greenhouse	49,000	49,000
	<u>4,064,000</u>	<u>4,064,000</u>
	<u>4,430,400</u>	<u>4,430,400</u>
	12,579,513	11,887,945
<i>Pension fund:</i>		
Investments:		
Bonds, at cost (approximate market value \$939,700 in 1965)	988,113	769,679
Cash	14,710	47,000
	<u>1,002,823</u>	<u>816,679</u>
<i>Current working funds:</i>		
Investments:		
Bonds, at cost (approximate market value \$462,110 in 1965)	481,978	535,249
Cash	49,165	68,954
	<u>531,143</u>	<u>604,203</u>
	<u>\$14,113,479</u>	<u>\$13,308,827</u>
	<u><u>\$14,113,479</u></u>	<u><u>\$13,308,827</u></u>
<i>General fund</i>	\$12,579,513	\$11,887,945
<i>Pension fund</i>	1,002,823	816,679
<i>Current working funds:</i>		
Maintenance and depreciation	490,600	414,996
Current surplus account	40,543	189,207
	<u>531,143</u>	<u>604,203</u>
	<u>\$14,113,479</u>	<u>\$13,308,827</u>
	<u><u>\$14,113,479</u></u>	<u><u>\$13,308,827</u></u>

See accompanying notes.

STATEMENT OF INCOME RECEIVED, EXPENDITURES AND APPROPRIATIONS

YEARS ENDED DECEMBER 31, 1965 AND 1964

	1965	1964
<i>Income received:</i>		
Income from investments (not including income on Pension Fund investments and in 1965 Maintenance and depreci- ation investments) (Note 3):		
Interest on bonds	\$168,818	\$179,661
Dividends on common stocks	244,365	223,692
Sales of catalogues, post cards, etc. at Museum	11,397	8,122
	<u>424,580</u>	<u>411,475</u>
<i>Expenditures:</i>		
Museum operating expenses:		
Maintenance and security	158,370	157,855
Gardening and grounds	40,429	44,610
Music	27,160	27,807
Care of collection and paintings	15,759	15,225
Administration	71,492	54,040
Insurance	4,362	12,303
Compensation of managing trustees	3,940	3,960
Professional services	17,356	17,356
Social security taxes	7,266	7,141
Employees' Blue Cross and Blue Shield	6,735	6,329
Miscellaneous general and administrative expenses	1,168	1,233
	<u>354,037</u>	<u>347,859</u>
Excess of income over expenditures	70,543	63,616
Appropriation for:		
Pension Fund	20,000	10,000
Maintenance and depreciation	10,000	—
	<u>30,000</u>	<u>10,000</u>
Excess of income received over expenditures and appropriations from income (Note 3)	<u>\$ 40,543</u>	<u>\$ 53,616</u>

See accompanying notes.

STATEMENT OF CHANGES IN FUNDS

YEAR ENDED DECEMBER 31, 1965

	General Fund	Pension Fund	Current working funds Maintenance and depreciation	Current surplus account
Balances, December 31, 1964	\$11,887,945	\$ 816,679	\$414,996	\$189,207
Excess of income received over expenditures and appropriations from income				40,543
Net gain (loss) from sales of securities (Note 1)	691,568	(1,050)	9,672	
Income from investments of:				
Pension Fund		35,101		
Maintenance and depreciation		(17,907)	16,725	
Pensions paid				
Distribution of current surplus to:				
Pension Fund		150,000		(150,000)
Maintenance and depreciation			39,207	(39,207)
Appropriation from income for:				
Pension Fund		20,000		
Maintenance and depreciation			10,000	
Balances, December 31, 1965	<u>\$12,579,513</u>	<u>\$1,002,823</u>	<u>\$490,600</u>	<u>\$ 40,543</u>

See accompanying notes.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 1965

1. *Investments*

Investment securities held in the General Fund are stated at cost, less amortization, if acquired subsequent to December 24, 1936, or at market values shown in the Trustee's inventory as of that date. All other securities are valued at cost. Gains and losses from sales of securities have been determined on the basis of these values.

2. *Museum property*

The Museum land and buildings, together with the 5,000 shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated (representing the contents of the Museum building, lot and greenhouse) are stated at appraisal values as shown in the Trustee's inventory as of December 24, 1936.

3. *Distributions, appropriations, and reclassifications*

During 1965, the Trustees authorized the distributions from current surplus to the Pension Fund and the Maintenance and Depreciation Fund of \$150,000 and \$39,207 respectively. Also appropriations of \$20,000 to the Pension Fund and \$10,000 to the Maintenance and Depreciation Fund were made from current excess of income over expenditures. In addition a change in policy was effected by adding interest on bonds to the Maintenance and Depreciation Fund rather than the Current Surplus Fund as in prior years. As a result, interest on bonds and the excess of income received over expenditures and appropriations from income is \$16,636 higher in 1964 than it would have been under the present policy of the Trust.

REPORT OF CERTIFIED PUBLIC ACCOUNTANTS

The Trustees

*The Isabella Stewart Gardner Museum, Incorporated
Trustee under the Will of Isabella Stewart Gardner*

We have examined the accompanying statement of assets and funds resulting from cash transactions of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner at December 31, 1965, the related statements of income received, expenditures and appropriations and changes in funds for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. The common stocks owned by the Museum at December 31, 1965 were accounted for by examination. The bonds were accounted for by confirmation received directly from the custodian at June 15, 1965, however, it was not practicable to confirm these securities at December 31, 1965, as to which we satisfied ourselves by means of other auditing procedures.

In our opinion, the accompanying statements present fairly the assets and funds, resulting from cash transactions, of the Isabella Stewart Gardner Museum, Incorporated, Trustee, at December 31, 1965 the income received, expenditures, and appropriations and changes in fund balances for the year then ended, on the cash basis consistent with that of the preceding year.

February 8, 1966
Boston, Massachusetts

ARTHUR YOUNG & COMPANY

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